

## Third-Party Comment

To improve the objectivity and reliability of the contents of this CSR Report 2005, we have obtained some comments from an expert.

\*Third party comments are not intended to express an opinion as to the accuracy of the information expressed.



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### What is necessary for Murata to implement CSR?

On what matters should the Murata Manufacturing Group focus in conducting business activities, to implements CSR? I believe that what Murata should do is to evaluate the importance of the challenges to be addressed, to consider if the company has been able to specify all the important challenges, and then to identify and properly respond to the concerns of its stakeholders. In other words, the company should consider whether it has implemented measures that lead to an improved level of stakeholder satisfaction. When reviewing the Murata Group's efforts to fulfill its CSR from such a perspective, it is clear that communication with Murata's stakeholders is very important. It is also vitally important to identify stakeholders' needs and to disclose information on how Murata responds to these needs, in order to increase the satisfaction level of stakeholders. This CSR Report clarifies the relationship between the Murata Group and its stakeholders, and also clarifies Murata's commitment to stakeholders. I believe that this is extremely significant.

### What is the role played by Murata in society?

I think that what Murata can contribute most toward building a sustainable society is, as President Murata mentions in "Interview: Responsibility for the Future," to offer Murata's products featuring high

quality and high performance to ensure that as many people as possible are able to optimally use electronic devices, while giving consideration to the environment. However, I also expect that Murata will further contribute to the development of the regional economy in developing countries in Asia and other areas, as a company that has successfully implemented global business operations.

### What points does Murata need to improve in the future?

Concerning the response to stakeholders, I believe that Murata has adequately coped with customers' needs by surveying customer satisfaction. However, I think that it may be necessary for Murata to conduct surveys also on employee satisfaction, so as to evaluate whether initiatives concerning Respect for Human Rights and Equal Opportunity and Diversity in Employment are functioning appropriately. I believe that Murata has made adequate contribution to local communities, in terms of economy and culture. Given recent extreme weather events and unpredicted accidents, contributions made by enterprises in times of disaster have attracted people's attention. I therefore expect that Murata will also establish a cooperative relationship with local communities to strengthen disaster preparedness.

As for Murata's sales by area, domestic sales accounts for 31.4% and overseas sales accounts for 68.6%. However, this CSR Report mainly discusses domestic information. I therefore recommend that the report contain more information on overseas initiatives, too. Particularly regarding social review, I think that stakeholders are highly interested in what considerations Murata has given to initiatives for recruiting employees and social contributions to local communities, in overseas countries where cultures, laws and regulations are different from those of Japan. In addition, I expect that Murata will reinforce management by quantified objectives concerning important challenges.